

**Shire of WILLIAMS**

# **Strategic Community Plan**

**2022 - 2032**



Endorsed by the  
Williams Shire Council  
March 2023

**WILLIAMS**



# CONTENTS



Presidents Address.....	pg 4
Vision & Values .....	pg 5
History of Williams.....	pg 6
Snapshot of Williams.....	pg 7-8
Strategic Plan - Progress Report.....	pg 9
Strategic Plan Review.....	pg 10
Housing.....	pg 11
Goals, Outcomes & Strategies.....	pg 12
Economic Outcomes.....	pg 13-15
Social & Cultural Outcomes.....	pg 16-19
Land Use & Environment Outcomes.....	pg 20-23
Innovation, Leadership & Governance Outcomes.....	pg 24-27
Future Challenges and Opportunities.....	pg 28
Measuring Success.....	pg 29
Reference & Acknowledgements.....	pg 30



***The Shire of Williams acknowledges the traditional custodians of the land and their continuing connection to land. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present***

# PRESIDENT'S INTRODUCTION

As President of the Shire of Williams, it gives me great pleasure to present the Shire of Williams Strategic Community Plan 2022 - 2032.



In the last 2 years, we have seen what the long and short term effects of a global pandemic can cause. Our small country town banded together and the results of overcoming the effects from COVID has been remarkable.

With the Federal Government providing the Local Road & Community Infrastructure funding program, the Shire has been able to complete many projects that were needed in the community. Our roads have benefited greatly with this new stimulus funding with the upgrades to Brooking Street and Rosseloty Street, Marradong Road and a major upgrade scheduled for York Williams Road in 2023.

The Council experienced some changes with the departure of Crs Gil Medlen and Alex Watt in 2021, and welcomed Crs John Macnamara and Christine Cowcher to the team. It is a great honour and privilege to work with the team of Councillors for Williams and I would like to express my appreciation for the effort and contribution that each Councillor makes to our community.

Along with many other Shires, our main objective for future development is in the housing sector. Accomodation for both long and short term residents is a concern and Williams will prioritise future developments if the opportunity presents itself.

We believe the Council has listened to the community and has reflected their visions in the achieved outcomes to date. Results of the community consultation survey and engagement sessions provided us the opportunity to review our accomplishments and build on what we have achieved, as well as presenting the Shire with an agenda to work toward in the future. We will work as a local government, but most importantly, we will work as a community to continue to focus on achieving our vision together.

*Jarrad Logie*



## VISION

Williams is an independent, growing and vibrant community, achieved by maintaining a balanced and caring approach to its people and environment.

## VALUES

- Community connectedness and great lifestyle
- Support the young and care for the elderly
- Friendly people
- Safety
- Ideal location (proximity to regional centres and metropolitan areas)
- Relevant and well maintained facilities
- Recognition of the need to care for the environment in a balanced approach
- Effective communication and cooperation.

# History of WILLIAMS



Williams belongs to the Gnaala Karla Boodja region, referring to the Noongar language or dialectical groups of the BinJarab/Pinjarup, Wilman and Ganeang.

The Williams District was first explored in 1831, when Captain Thomas Bannister led the first overland expedition from the Swan River Colony to King George Sound (Albany). During this expedition, they discovered a River flowing through their route and named it "Williams River", most likely the name honours King William IV, who reigned England from 1830-1837.

The first claims on and in the area occurred in 1832. In 1835, an expedition led by Governor James Stirling and John Septimus Roe surveyed a route joining King George Sound with York via Williams to encourage inland settlement.

The Albany Highway was first built by convicts in the 1850's, and it was as a result of this construction that Williams became an important stopover point for passengers and the changing of horses. The Williams Hotel was erected in 1871, and the Roads Board was convened in 1877.



# Snapshot of WILLIAMS

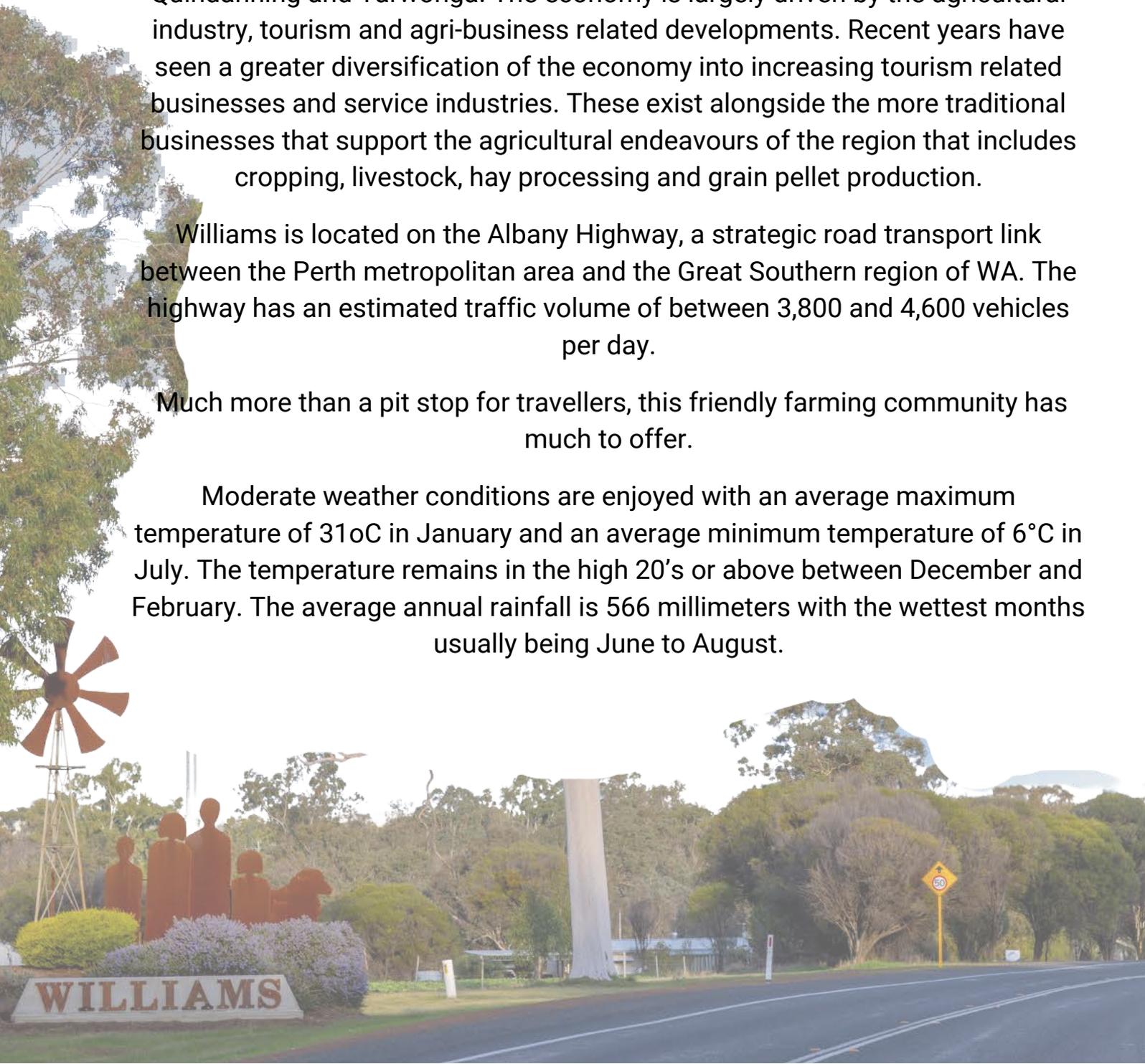
Williams is a small rural community located along the western boundary of the Wheatbelt region of Western Australia. Known as the 'Gateway to the Great Southern', Williams is located approximately 160 kilometres from the capital city of Perth, and is on an important strategic freight transport route as well as tourism route for travellers looking to explore the southern region of WA.

The Shire of Williams covers a land area of approximately 2,300 square kilometres and is home to a population of 1040 (source: ABS ERP 2021). The Shire includes the localities of Boraning, Congelin, Culbin, Dardadine, Narrakine, Quindanning and Tarwonga. The economy is largely driven by the agricultural industry, tourism and agri-business related developments. Recent years have seen a greater diversification of the economy into increasing tourism related businesses and service industries. These exist alongside the more traditional businesses that support the agricultural endeavours of the region that includes cropping, livestock, hay processing and grain pellet production.

Williams is located on the Albany Highway, a strategic road transport link between the Perth metropolitan area and the Great Southern region of WA. The highway has an estimated traffic volume of between 3,800 and 4,600 vehicles per day.

Much more than a pit stop for travellers, this friendly farming community has much to offer.

Moderate weather conditions are enjoyed with an average maximum temperature of 31oC in January and an average minimum temperature of 6°C in July. The temperature remains in the high 20's or above between December and February. The average annual rainfall is 566 millimeters with the wettest months usually being June to August.

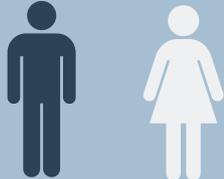


# Snapshot of WILLIAMS

**Population**



**1040**



**51.2%** **48.8%**

**Growth 2016-2021**



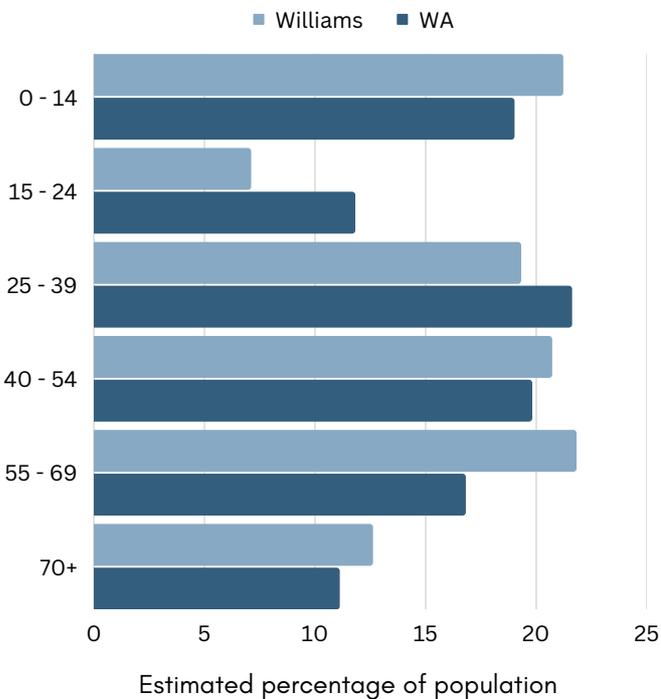
**3.8%**

**Employment (15yrs+)**



**67.6%**

## Age Distribution Estimate 2022



**Sealed Roads**



**230km**

**Unsealed Roads**



**332km**

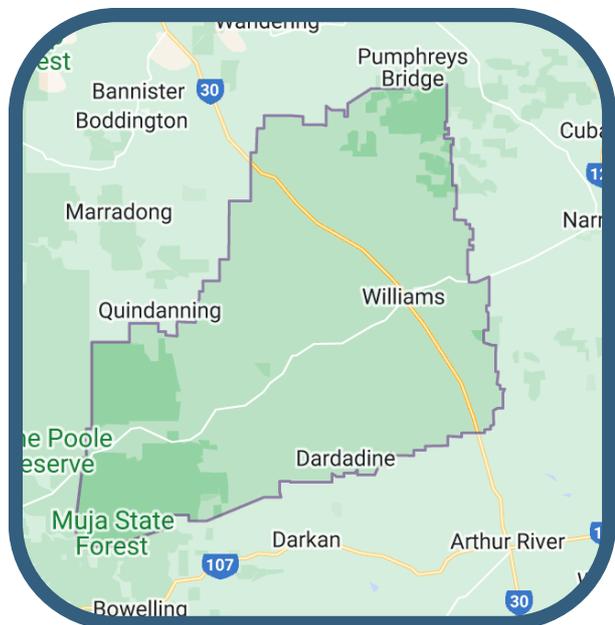
**Area**



**2,305.7 km<sup>2</sup>**

**Distance**

- Perth - 161km
- Albany - 246km
- Mandurah - 144km
- Bunbury - 141km
- Narrogin - 31km



- Shire of Williams Locations**
- Boraning
  - Congelin
  - Culbin West
  - Dardadine
  - Narrakine
  - Marradong
  - Quindanning
  - Tarwonga

# Strategic Community Plan

## 2022 - 2032

*Progress Report*

### ECONOMIC

#### TOURISM, VISITATION & CONNECTIVITY

Improved linkages with new pathways connecting key locations & the safe crossing of Albany Highway with the replacement of the Williams River Bridge (ongoing)

#### INDUSTRIAL AREA

Development and promotion of the Marjidin Industrial Estate with the construction of two new sheds (one sold and one for lease) and all available lots are sold. (ongoing)

#### LOCAL BUSINESS & COMMUNITY SUPPORT

Provision of a \$500 COVID subsidy for businesses affected by the pandemic, and Council policy to support business development.

#### LAND ACQUISITION & AVAILABILITY

Land purchased in the townsite west of Albany Highway to address the lack of available land for commercial development (ongoing)

#### DIVERSITY OF HOUSING & ACCOMMODATION

Increased accommodation with seven new aged housing units built . 19 community housing units are leased. (ongoing)



### SOCIAL & CULTURAL

#### COMMUNITY INFRASTRUCTURE & SERVICES

Men's Shed facility completed in 2022 to support men's health and wellbeing.

Subsidising the doctor that visits the medical centre once a week in Williams (ongoing)

Extension of bike paths north of town and progression of new pathways to link the east of town. (in progress)

Support the CRC as they continually support the young and old.

#### SAFETY AND SECURITY

Re-establishment of the 'Driver Reviver' awareness campaign to improve road safety over long weekends.



#### PROMOTION OF COMMUNITY INITIATIVES, EVENTS & TOURISM OPPORTUNITIES

Collaboration with Hotham Williams Economic Development Alliance (HWEDA) to develop the "Marradong Country" tourism initiative.

Establishment of the live local love local initiative to support community events with the proceeds going back into the community

#### RECREATIONAL FACILITIES

Upgrades to the Town Park, Skatepark and Cullen Park with Australian Governments Local Roads and Community Infrastructure funding (ongoing)

#### DIVERSE COMMUNITY NEEDS - SENIORS & YOUTH

Increased accommodation to 19 with seven new aged housing units built . All 19 community housing units are leased. (ongoing)



### LAND USE & ENVIRONMENT

#### MAINTENANCE - QUALITY AND ENVIRONMENTAL CONSIDERATION

Monitoring compliance with clearing native vegetation regulations (ongoing)

#### MITIGATION & MANAGEMENT OF ENVIRONMENTAL THREATS

Working with the department of Primary Industries and Regional Development (DPIRD) to control pests and weeds. (ongoing)

Reconstruction of Rosseloty Street to improve townsite drainage (Complete)

Working with the Department of Fire and Emergency Services a (DFES) on bushfire mitigation. (ongoing)

#### ENVIRONMENTAL SUSTAINABILITY

New solar panels on Shire buildings including the swimming pool, Community Resource Centre, Childcare and Shire Office Building.

Funding sourced by the Shire for three community water tanks over the last two years..

#### WASTE MANAGEMENT

The Williams refuse site was made into a transfer station in 2020.



### CIVIC LEADERSHIP

#### INTERFACE & RELATIONSHIPS BETWEEN THE SHIRE

Providing opportunities for the community to be well connected and able to actively engage and participate. (ongoing)



#### FINANCIAL HEALTH

Maximising grant funding opportunities to balance and support Council investment. (ongoing)

Maintaining accountability , transparency and financial responsibility.

#### ORGANISATIONAL EFFECTIVENESS

Working to ensure relevance of Council's policies, local laws and operational plans.



#### STRATEGIC ALLIANCES & COOPERATION

Land purchased in the townsite west of Albany Highway to address the lack of available land (ongoing)

#### DIVERSITY OF HOUSING & ACCOMMODATION

Increased accommodation with seven new aged housing units built and 19 community housing units are leased. (ongoing)

# STRATEGIC COMMUNITY PLAN

## 2022-2032 REVIEW

In September 2022, The Shire of Williams engaged Town Team Movement to deliver an engagement project for the Community Strategic Plan. The intent was to provide the community with the opportunity to interact to review the vision, values and actions in the Strategic Community Plan (SCP) and for the Shire to better understand the community's desire for its future direction.

The SCP engagement project reached approximately 100 businesses and residents, providing the Shire with valuable feedback which will help guide the future direction of the Shire.

Key findings from the engagement sessions were as follows:

01

A proactive local government creating conditions for success through collaborating, advocating and negotiating to address core issues and opportunities relating to housing, land, commercial viability, and access to fresh and affordable goods and services

02

Maximising the strategic advantage of the Albany Highway location including opportunities for more effective commerce, coordination and improvement of visitor (and local) amenities, and internet access.

03

Positioning the Shire of Williams as a great place to live and visit by updating the logo and messaging, cooperating with neighbouring shires, upgrading facilities and increasing accommodation opportunities.

Under the Local Government (Administration) Regulations 1996, state government legislated an integrated framework for corporate planning and reporting. This Framework requires all local governments in Western Australia to have two key documents: a Strategic Community Plan and a Corporate Business Plan, which are supported by informing strategies including the Workforce Plan, Asset Management Plan and Long Term Financial Plan.

The Strategic Community Plan identifies what the Shire is seeking to achieve and the Corporate Business Plan outlines how it will achieve this.

STRATEGIC PLAN



CORPORATE  
BUSINESS PLAN



ANNUAL BUDGET

# HOUSING



The Shire acknowledges the importance of accommodation availability. It is essential that with population growth comes access to suitable, affordable housing which gives people choice and signals a confidence in the future. Housing has been a large focus over the years as the need for accommodation for families, seasonal workers and the aged have become a necessity.

Accommodation for both long and short term residents is a concern , but also requires significant financial challenges. Williams will prioritise future developments when the funding opportunity presents itself.

## **Accommodation availability**

Council manages a total of 19 independent living units available to seniors and / or single persons for rental in the Williams townsite.

### **Jam Tree Lane - 7 Units**

The Jam Tree Lane Units were officially opened in 2017. These units were jointly funded by the Royalties for Regions and Council. These units are dedicated to Seniors.

5 x 2 bedroom units

2 x 3 bedroom units

*There are no vacancies in these units 2023*

### **Sandlewood Court - Growse St - 6 Units**

The Sandlewood Court Units were built in 1998 as a joint initiative between Homeswest and Council. The Sandlewood Court Units underwent a refurbishment in 2023.

6 x 2 bedroom Units

*There are no vacancies in these units 2023*

### **Wandoo Cottages - Growse St - 2 Units**

The 2 units were built in 2005 as a joint initiative between Homeswest and Council. These are dedicated seniors' unit.

2 x 2 bedroom units

*There are no vacancies in these units 2023*

### **New Street - Single Persons Units - 4 Units**

The New street units underwent a refurbishment in 2021.

4 x 1 bedroom units

*There are no vacancies in these units 2023*

### **Staff Housing - 5 Houses**

The Shire manages five houses allocated to Employees.

# GOALS, OUTCOMES & STRATEGIES

The Shire of Williams Strategic Community Plan reflects a vision for the future and is the principle strategic guide for future planning and activities going forward.

As a direct result of the community engagement process, we have confirmed the community's support for the vision for the Shire and captured the community's aspirations and values.

A strategic objective has been developed for each of the four identified areas of community interest.

## **Economic**

## **Social & Cultural**

## **Land Use & the Environment**

## **Innovation, Leadership & Governance**

### **Economic**

To support industry and business development through the development of sustainable infrastructure and investment opportunities.



### **Social & Cultural**

To be a safe and welcoming community where everyone is valued and has the opportunity to contribute and belong.



### **Land Use & Environment**

To have a balanced respect for our natural assets and built environment, maintaining our lifestyle, values and community spirit.



### **Innovation, Leadership and Governance**

To have a shire council that is an innovative, responsive partner to the community with strong civic leadership engaging in effective partnerships which reflect the aspirations of the community as a whole.

# ECONOMIC

*To support industry and business through the development of sustainable infrastructure and investment opportunities.*

## What the Community wants to see continue.

- Encourage and support business and community groups' initiatives to promote Williams as a place to live, work, play and invest.
- Affordable, appropriately serviced lots at Marjidin Industrial Estate
- Support local businesses and community in times of community shortfall
- Support local businesses and community in the efforts to promote the Shire as a place to live, work, play and invest.
- Promote land availability (residential, industrial and commercial)

The Shire of Williams' vibrant, local economy can build on its competitive advantage of its location and proximity to other regional center's and the Perth metropolitan area. Williams' location on the Albany Highway, together with it's estimated 3,800-4,600 vehicles travelling through Williams per day, provides opportunities for businesses related to tourism (eg. fuel, food and amenities) to grow, develop and flourish.

With forward planning around infrastructure to support economic development, the Shire is well placed to continue to attract new residents and businesses that can add value to the local agriculture industry as well as expand into other existing industries such as service and support industries for the agricultural area. The Tourism sector is an industry with untapped potential. The Shire has worked with surrounding Shires to develop strategies to encourage tourism within the region in the past and will continue to look at opportunities to develop this sector in the future. Whilst Williams may not be recognised as a destination point, it is a strategic gateway to other regions of WA.



# ECONOMIC

## Outcome 1.

### Develop infrastructure and investment that is sustainable and an ongoing legacy to the Shire.

- E 1.1** Develop and promote the industrial estate to offer affordable and appropriately serviced lots.
- E 1.2** Develop Brooking Street to actively encourage visitation into the Williams townsite off the Highway
- E 1.3** Investigate the establishment of an information board highlighting places to stay, services and history of the town.
- E 1.4** Promote land availability within the Shire for residential, industrial and commercial development.
- E 1.5** Encourage business and community groups' initiatives to promote the Shire as a place to live, work, play and invest.
- E 1.6** Advocate, promote and encourage industrial development that will offer employment opportunities for our community.
- E 1.7** Consider future land acquisition for the Shire for recreation, commercial, residential or industrial purposes.
- E 1.8** Assist local businesses and the community in periods of economic shortfall.

#### KEY PERFORMANCE MEASURES

1. Number of Businesses established and jobs created.

2. Development of public spaces within the shire

3. Marketing opportunities investigated and implemented

4. Ensure safe and adequate parking to meet demands

#### PAST RESULTS

The development of the Industrial Area on Mardijin way.

Lions Park was redeveloped in 2018, Improvements have been made to the Town Hall Park and Cullen Park, including BBQ, Bus Shelter and additional seating along Brooking Street

Shire continues to market itself and opportunities via the Website, Facebook and Local Community Newspaper.

An approximate extension of 100m to the carpark along Albany Highway, allowing more parking for businesses along the highway.  
An extension off the Lions Park Car Park, creating space for trailers, caravans and Buses to Park.

## Outcome 2.

**To have appropriate levels of housing to cater for population retention and growth.**

- E 2.1** Plan and develop relevant housing to meet needs of growing population.
- E 2.2** Investigate the feasibility of the establishment of short term, backpacker accommodation.
- E 2.3** Promote and support the availability of accommodation suitable for young people, families and retirees.



KEY PERFORMANCE MEASURES	PAST RESULTS
1. Accommodation availability meets demand	In previous years, the demand for accommodation was met. The Shire acknowledges the need for additional accommodation.
2. Accommodation is maintained at high standards.	In 2020, the 4 New Street Units were renovated. In 2023, the 6 Units in Sandelwood Court were renovated.
3. Land Availability	Landcorp residential land has blocks for sale.





# SOCIAL & CULTURAL

*To be a safe and welcoming community where everyone is valued and has the opportunity to contribute and belong*

## **What the Community wants to see continue.**

- Continue to support community events, initiatives and programs, including the 'live local love local' initiative.
- Continue to support and develop tourism opportunities for the Shire.
- Enable increased use of the Williams Recreation Ground facilities (including swimming pool).
- Provide, maintain and improve community infrastructure.
- Continue with Driver Reviver awareness campaign to assist in road safety over long weekends.
- Continue to support health service provision for the community (Doctor, Allied Health, Medical Centre).
- Implement initiatives from key plans including Disability Access and Inclusion Plan, Williams Local Bike Plan, Local Emergency Management Arrangements.
- Advocate for a safe local environment.
- Continue initiatives to maintain a safe road network.
- Improvements to the Town Park & Cullen Park.
- Advocate and support service provision for Seniors.
- Advocate and support initiatives that develop and support local cultural heritage.
- Encourage and support local historical groups.

The Shire of Williams wants to retain its welcoming and safe environment and would like to see the continued provision of community facilities and services for all age groups, abilities and interests to sustain these highly social attributes. The Shire would like to ensure that the community feel that their contributions are valued, important and very much welcome as they all contribute to making Williams the strong and vibrant community that it is.

The Shire will continue to work collaboratively with the community and other organisations and stakeholders. By maintaining high priority to engaging collaboratively with the community on a regular basis, the Shire can continue to successfully meet the needs of a changing and growing community.

## Outcome 1

**To provide community infrastructure and facilities that meet the needs of the population**

- SC 1.1** Provide, maintain and improve community infrastructure.
- SC 1.2** Maintain a safe and secure environment for the community.
- SC 1.3** Implement strategies that will support increased usage of the Williams Recreation Ground facilities (including swimming pool).
- SC 1.4** Continue to support and develop tourism opportunities for the Shire.
- SC 1.5** Continue to develop the Town Park, Skate Park and Cullen Park. Actively work to deliver identified improvements in collaboration with all stakeholders and identify and source funds to assist with implementation.
- SC 1.6** The Shire to investigate the opportunities to redevelop the sporting pavilion to include female changerooms and gymnasium.
- SC 1.7** To encourage support of local groups and sporting clubs in Williams.

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### KEY PERFORMANCE MEASURES

### PAST RESULTS

1. Community satisfaction levels

Community are actively engaged via social media, local community newsletters and online surveys and provide feedback on satisfaction or otherwise directly to elected members and staff as required

2. Establishment of new / improved facilities for the community

The Men's Shed was established and officially opened in 2021.

3. Usage of Sporting facilities

Swimming pool usage numbers are recorded annually and the bookings of the other sporting grounds are recorded.

## Outcome 2

**To support a safe and healthy community with a strong sense of community pride.**

- SC 2.1** Advocate and support service provisions for seniors.
- SC 2.2** Continue to support and promote community events, initiatives and programs.
- SC 2.3** Continue to support the Community Resource Centre to deliver programs and initiatives to youth.
- SC 2.4** Continue to support health service provision for the community (Doctor, Allied Health, Medical Centre).
- SC 2.5** Support implementation of initiatives identified in Disability Access and Inclusion Plan, Williams Local Bike Plan, Local Emergency Management Arrangements and other related Plans for the Shire.



### KEY PERFORMANCE MEASURES

### PAST RESULTS

1. Number of community events, initiatives and programs

Community continue to provide sporting events with support by the Shire where required.  
Live local love local initiative was established in 2020. This initiative create events for the community and all money raised is returned to the community through community chest funding.

2. Number of senior & youth programs and initiatives

The Williams Community Resource Centre undertakes youth initiatives regularly tailored to the needs and interests of the young people. The Shire supports the CRC where they can.

3. Medical Centre established with allied health access

The Williams Medical Centre was opened in September 2018, a doctor remains servicing Williams once a week from these premises

# Outcome 3

To recognise the vibrant history of the Shire and its rich, varied cultural heritage and natural environment is valued, respected, promoted and celebrated

- SC 3.1 Advocate and support initiatives that will develop and celebrate the cultural heritage of the Shire.
- SC 3.2 Investigate opportunities for preservation of Historical Artefacts of Williams.
- SC 3.3 Encourage and support Historical Groups in Williams.

## KEY PERFORMANCE MEASURES

1. Work with surrounding Shires to support initiatives that promote tourism.

2. Marradong Country Self Drive Trail

## PAST RESULTS

The Shire has worked closely with HWEDA to support tourism ideas around the area.

The self drive trail was developed showcasing the exquisite areas between Boddington, Wandering and Williams. The trail will encourage tourists to travel inland rather than the coast.



# LAND USE & ENVIRONMENT

*To have a balanced respect for our natural assets and built environment, retaining our lifestyle values and community spirit.*

## What the Community wants to see continue.

- Management of public areas with a balance of open space and recreational development.
- Ensuring townsite is clean and tidy
- Road network maintenance.
- Mosquito management.
- Footpath maintenance and management including walking / cycling friendly linkages.
- Plant more deciduous, leafy, shady trees along footpaths for pedestrians, car parking and aesthetics.
- Verge green waste collection
- Develop a nature trail from Williams Nature Reserve to Williams Lions Park.



The Shire of Williams values highly both its natural and built environments. The community recognises that there is a need to balance the two.

The Shire needs to ensure that it maintains public open space areas, balancing open space provision with the need to establish recreational areas including playgrounds, BBQs, amenities and family friendly facilities. There is a strong evidenced need that the Shire needs to map flood prone areas and then plan to mitigate or address these to ensure that valuable assets – whether public or private – are not adversely impacted. Effective, safe and appropriate mosquito management was discussed at the community meetings, with the community wanting reassurance that the current mitigation methods are the most effective management tool.

The Shire's road network is seen as a high priority given the extensive network that the Shire is responsible for maintaining and the high usage of much of the network, particularly seasonally.



## Outcome 1

**To enhance, promote, rehabilitate and leverage the natural environment so it continues to be an asset to the community.**

- LUE 1.1** Ensure that the townsite is maintained to a high standard.
- LUE 1.2** Maintenance of road reserves is undertaken mindful of retention of natural vegetation where possible whilst ensuring safety of all road users.
- LUE 1.3** Monitor the impact of pests and weeds throughout the Shire and adopt appropriate mitigation methods.
- LUE 1.4** Identify flood prone areas of townsite and introduce mitigation measures where required.
- LUE 1.5** Continue to ensure appropriate compliance in fire safety mitigation measures within the townsite and work with relevant agencies to address issues on public land



KEY PERFORMANCE MEASURES	PAST RESULTS
1. Community satisfaction levels	The community provides feedback on the natural environment on an as needs basis and Council addresses these as funds permit or funding is secured.
2. Weed management measures implemented	Contractor engaged to undertake key roadside spraying.
3. Flood prone areas identified and mitigation methods introduced	Stage One of flood mitigation planning complete.
4. Hazard reduction	Ongoing work with DFES on bushfire risk mitigation.

## Outcome 2

### Natural assets and public open spaces are accessible, well utilised and managed

- LUE 2.1** Provide quality amenities and accessible public open spaces for the community.
- LUE 2.2** Ensure townsite amenities are maintained and improved where required.
- LUE 2.3** Investigate the feasibility of a walk trail from Williams Lions Park to Williams Nature Reserve.

KEY PERFORMANCE MEASURES	PAST RESULTS
1.Walk trail implemented	Walk trail between Lions Park and Nature reserve being reviewed and planning will be undertaken in the future.
2. Additional areas for seating and shade	A bus shelter was erected in Cullen park for the children on the high school bus. Additional seating has been placed in Brooking Street shopping district.

## Outcome 3

### To have safe and well maintained transport network that supports the local economy

- LUE 3.1** Strive for high quality, well-constructed and maintained local road network.  
Ensure adequate and appropriate drainage is considered in all
- LUE 3.2** road upgrades and maintenance for both town and rural roads

KEY PERFORMANCE MEASURES	PAST RESULTS
1.Road Condition Report	Road condition assessed regularly as part of Asset Management Plan
2.Drainage included in design of all upgrades to town and rural road network	Ongoing

## Outcome 4

### Recognising and implementing sustainability measures

- LUE 4.1** Undertake energy audits and investigate alternative energy solutions for Shire owned facilities.
- LUE 4.2** Investigate the implementation of sustainable water programs in town.
- LUE 4.3** Investigate measures for bulk rubbish pick-up for town based residents (on a fee for service basis).
- LUE 4.4** Support and advocate for regional waste approach to waste management including transfer stations, recycling and waste education.



KEY PERFORMANCE MEASURES	PAST RESULTS
1.Reduction in reliance on scheme water	Monitoring of consumption usage ongoing.
2. Bulk rubbish pick-up in town	Ongoing access to larger recycling bins for local businesses. The Shire to organise green waste pickups
3. Regional approach to waste management implemented	Shire has implemented a new waste management facility that was operational in 2019



# INNOVATION, LEADERSHIP & GOVERNANCE

*To have a shire council that is an innovative, responsive partner to the community with strong civic leadership engaging in effective partnerships which reflect the aspirations of the community as a whole*

## **What the Community wants to see continue.**

- Ensure the community remains well informed, well connected and engaged, and has the opportunity to actively participate.
- Continue to use community satisfaction surveys to seek feedback on a range of issues.
- Promote a positive image of Council through appropriate marketing activities and high standards of customer service (eg stall at expo)
- Promote communication methods; SMS, Facebook, website etc.
- Maintain strong regional partnerships.

The Shire of Williams community is a proud, passionate and loyal community that always endeavours to strive for the very best in all that it sets out to do. We are a community that is proud of its heritage and wants the best for its future.

Strong and visionary leadership, continued support and encouragement of volunteerism, proactive community engagement and communication are the keys to successful community development into the future. Working together to achieve the outcomes that have been developed as a community, is the focus. Not everything has to be done by the Shire – local groups, businesses and the wider community can equally contribute to the betterment of the community through strong, well developed, well initiated projects that strive to make a difference in the way we live, work, play and invest.

The community is focused on the need to ensure that they remain well informed, well connected and engaged and have the opportunity to actively participate, and be listened to. They want to make sure that their priorities for the development of our town are viewed as high as Council's priorities, and that they are synonymous with each other. It is important to recognise that aspirations will almost always be greater than the resources available to Council to implement them. The balance, therefore, is in the delivery of the community's aspirations in a timely manner without placing significant and unnecessary financial pressures on the organisation, and therefore ratepayers.

# INNOVATION, LEADERSHIP & GOVERNANCE

## Outcome 1

**The Shire is efficient in its operations; actively listens to the community and anticipates and responds to the community needs**

- ILG 1.1** Promote a positive image of Council through appropriate marketing activities and high standards of customer service.
- ILG 1.2** Ensure the community remains well informed, well connected, engaged and has the opportunity to actively participate.
- ILG 1.3** Maintain, review and ensure relevance of Council's policies, local laws and operational plans.
- IL 1.4** Continue to use community satisfaction surveys to seek feedback on a range of issues.



KEY PERFORMANCE MEASURES	PAST RESULTS
1. Attendance at community meetings	The Shire prides itself on being community minded and a delegate of the Shire attends as many community consultation forums as possible
2. Policies are relevant and up-to-date to meet legislative requirements	Policy Manual revised and updated and adopted by Council.
3. Community satisfaction surveys completed bi-annually	Ongoing

## Outcome 2

**The revenue needs of the Shire are managed in an equitable, proactive and sustainable manner**

- ILG 2.1 Maximise and leverage grant funding opportunities to balance and support Council investment.
- ILG 2.2 Maintain accountability, transparency and financial responsibility.
- ILG 2.3 Monitor revenue streams and implement opportunities where appropriate. Consistently review rate income.

KEY PERFORMANCE MEASURES	PAST RESULTS
1. Council investment leveraged with grant funding	Adequate funding leveraged to meet project needs.
2. Long term financial viability	Ongoing
3. Financial ratios within target	Ongoing

## Outcome 3

**Effective collaboration and shared services with other relevant Local, State and Federal Government agencies, industry and community organisations**

- ILG 3.1 Participate in, and actively collaborate with, the 4WDL Voluntary Regional Organisation of Councils on resource sharing opportunities.
- ILG 3.2 Foster, nurture and develop strategic alliances with local governments, Major industry and government agencies.

KEY PERFORMANCE MEASURES	PAST RESULTS
1. Level of regional participation and collaboration	Participation in the 4WDL VROC group of local governments. Previously participation in the Hotham Williams Economic Development Alliance (HWEDA)

# INNOVATION, LEADERSHIP & GOVERNANCE

## Outcome 4

**A strategically focused, unified Council functioning effectively ensuring compliance within the regulatory framework**

- ILG 4.1** Implement the Integrated Planning and Reporting Framework documentation including the Corporate Business Plan, Asset Management Plan, Workforce Plan and Forward Capital Works Plan.
- ILG 4.2** Provide professional development opportunities for all staff.
- ILG 4.3** Provide elected member training and professional development opportunities.
- ILG 4.4** Monitor and ensure compliance with regulatory framework for local government business.
- ILG 4.5** Monitor the administration needs of the community and ensure that the Shire administration area is inviting, welcoming and addresses disability access needs where appropriate.



KEY PERFORMANCE MEASURES	PAST RESULTS
1. Compliance with IPR framework	Ongoing
2. Adoption of Compliance Return	Completed Annually
3. Number of PD workshops attended by Councillors	PD completed for new councillors in-house. Additional training/workshops offered and attended as needed.
4. Staff Retention rates and personal development	The Shire experiences minimal turnover of Staff. Training is attended as needed.

# FUTURE CHALLENGES AND OPPORTUNITIES

The Shire of Williams has a population of 1040 and a median age of 42. There is opportunity to expand on this number, as well as diversify the age profile. An increase to the population would mean a more viable base for the retention of local services and the growth of the local economy.

The challenge the Shire of Williams faces with population increase is the current residential situation. A population increase in the Shire of Williams would be driven by two key strategies:

## **1. INCREASE RESIDENTIAL OPPORTUNITIES.**

Housing is the epicenter of most opportunities and outcomes. Without sufficient housing, there is limited opportunity for economic expansion and population growth. The Shire will aspire to invest in any opportunities to improve on residential growth.

## **2. EXPANSION OF ECONOMIC DEVELOPMENT.**

There are opportunities to expand on the Economic Development in the Shire of Williams. The industrial area on Mardijn Way has potential to expand as more businesses take the opportunity to invest in Williams.

Underpinning the success of these strategies is the provision of a high standard of services, as well as the attraction of living in a vibrant and connected community.

## **FUTURE RECOMMENDATION**

- The Shire to invest in advertising campaigns to attract businesses to take up residence within the Williams District.
- The Shire to consider future land development for recreation, commercial, residential or industrial purposes.
- Increase diversity and availability of housing types to meet needs of the growing population.



## **PRIORITIES FOR WILLIAMS TO 2032**

Priorities for the next 10 years were discussed at many points throughout the workshop. The priorities that appeared of most importance across all stages of community consultation were:

### **1. ACCOMMODATION**

Accommodation across all sectors remains at the top of the list. It is considered that for permanent residents, backpackers, seasonal / casual workers, accommodation is a top priority for Williams.

### **2. COMMERCE**

Land and development opportunities within the Shire, especially on Albany Highway.

# MEASURING SUCCESS

The aim of this Plan is to align the community's visions and aspirations for the future of Williams to strategic objectives for the next 15 years. Whether we are achieving these objectives will be measured by both quantifiable and non-quantifiable outcomes.

## **Key Performance Measures**

Key performance measures seek to provide an indication of whether we are meeting our objectives and will be monitored and reported. A combination of measures will be developed along with a base line level and target for each measure.

## **Community Satisfaction Survey**

As part of each two year review, the Shire of Williams will measure the success of the plan by seeking feedback from the community through surveys. The community was asked to provide feedback on the importance of services we provide, and the level of satisfaction with these services

The information received from the community will help the Shire to determine how well the Strategic Community Plan is performing. The Shire undertakes these community satisfaction surveys on a bi-annual basis and they give an indication of the ongoing community satisfaction levels to guide the prioritisation of investment in the delivery of the outcomes and objectives contained within this Plan.

## **The Annual Report**

The Annual Report produced at the end of every financial year is a report of the Shire's achievement during the previous financial year. It contains an overview of the Strategic Community Plan and the Corporate Business Plan, together with information about our actions, achievements and budget performance. It also describes the major initiatives scheduled to continue or commence in the next financial year.



# REFERENCES AND ACKNOWLEDGEMENTS

We thank the community of Williams for their time and effort in being part of our community engagement, and for their invaluable input into the review and update of our Strategic Community Plan.

The Shire of Williams Strategic Community Plan 2022-2032 has been developed by engaging the community and other stakeholders. Council's Elected Members and Staff have also had input into the development of this Plan.

The community engagement facilitator was Emma Snow from Town Team Movement.

Much of the information contained in this plan has been derived from documents in the public domain and liaison with key stakeholders. We have also made particular reference to the following documents and websites during the preparation of the plan.

- Williams 2032 – A Strategic Community Plan
- Shire of Williams website [www.williams.wa.gov.au](http://www.williams.wa.gov.au)
- Australian Bureau of Statistics [www.abs.gov.au](http://www.abs.gov.au)



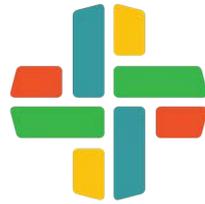
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**SHIRE OF WILLIAMS**